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EXPLORING OF GREEN HUMAN RESOURCE MANAGEMENT ON EMPLOYEE BEHAVIOR AND PERFORMANCE

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Abstract

The development of the National Capital City (Ibu Kota Nusantara/IKN) which is located in East Kalimantan, prioritizes the green city concept. This study aims to examine the nuances of employee responses to the implementation of environmentally friendly human resource management with narcissism, as an individual trait, influencing the relationship between Green Human Resource Management (GHRM) and green as well as performance-related behavior tasks and job satisfaction. This type of research is quantitative descriptive, with a population of employees who work at hotels in East Kalimantan. The sample was determined using systematic random sampling, and 400 samples were obtained. Data is distributed online in a Likert scale and the analysis is conducted using the PLS-SEM statistical technique. The results obtained show that the implementation of GHRM has a significant effect on green behavior and performance-related outcomes. On the other hand, narcissism is only able to moderate the relationship between GHRM and task performance and job satisfaction.

Keywords: *GHRM; green behavior; task performance; job satisfaction; narcissism*

INTRODUCTION

The pressing urgency to address environmental challenges has made the integration of sustainability principles a cornerstone in organizational strategies worldwide. Concerns about climate change and environmental sustainability initiatives have emphasized the need for eco-friendly practices in workplaces and organizations (Khalid et al., 2022; Zaidi & Azmi, 2024). Organizational entities in the tourism sector, such as hotels, can implement eco-friendly practices as consumers increasingly prefer green hotels that offer services like recycling, energy efficiency and water conservation (Chaudhary, 2021; Pham et al., 2019). This demand is reflected in current projections estimating the global ecotourism market to be worth USD 333.8 billion by 2027 (Allied Market Research, 2021). Policy support for hotels to adopt eco-friendly practices and achieve net-zero emissions by 2050 has been articulated in the Glasgow Declaration on Climate Action in Tourism (UNWTO, 2021).

The Indonesian government, through the Ministry of Environment and Forestry *(Kementerian Lingkungan Hidup dan Kehutanan/KLHK)*, under the 'Environment and Sustainable Development' agenda, implements eco-friendly practices including in the tourism sector (Anugrah, 2023). Tourism contributed 3.83% to Indonesia's gross domestic product (GDP) as the data obtained on September

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2023 (Hendriyani, 2023). Successful tourism is always supported by good management of the hospitality industry. The occupancy rate (TPK) of star-rated hotels in September 2023 reached 53.02%, with the occupancy rate of star-rated hotels in East Kalimantan at 60.48%. This increase in hotel occupancy is driven by the development of the IKN located in East Kalimantan, which will prioritize the concept of a green city or sustainable city and environmentally friendly development.

The implementation of eco-friendly practices in the tourism sector, especially hotels, depends significantly on the involvement and support of employees. Researchers like Khalid et al. (2022); Pham et al. (2019) and Tanova & Bayighomog (2022) highlight the critical role of human resource management (HRM) in ensuring organizational success. GHRM is identified as a mechanism that recognizes the relationship between actions affecting the environment and the planning, development, implementation, and impact of HRM systems within organizations (Ren et al., 2018).

The primary goals of GHRM implementation are to develop employees' eco-friendly capabilities, motivate employees to adhere to eco-friendly standards, and provide opportunities for employees to apply these practices (Pham et al., 2019). GHRM involves various functional issues such as performance management, compensation, and rewards (Shah & Soomro, 2023). Although scientific investigations into GHRM have been conducted, GHRM remains an evolving field due to significant knowledge gaps and the diverse understanding and management of nature among indigenous communities. These gaps have been identified as motivations for this research.

Some studies focus on environmentally friendly behavior as a holistic construct and examine its relationship with a wide range of variables (Benevene & Buonomo, 2020; Mo et al., 2022; Shao et al., 2023). Emerging findings indicate that GHRM influences employee behavior not only in terms of mandatory task performance but also in their proactive adoption of environmentally friendly practices voluntarily within organizational activities (Pham et al., 2019). Compared to environmentally friendly performance and task performance, the impact of GHRM on non-environmentally friendly performance, such as task or job performance (Zacher et al., 2023), and also satisfaction has received relatively little academic attention (Ragas et al., 2017).

Eco-friendly behavior related to tasks and voluntary behavior is rarely studied together in the context of implementation. Khan & Muktar (2021) and Tang et al. (2023) emphasize that a holistic understanding of employees' eco-friendly behavior requires scientific consideration of both formal (mandated) and informal (voluntary) behaviors. The lack of research on the role of GHRM at the employee level represents a knowledge gap in understanding how GHRM influences employees' eco-friendly behavior (both task-related and voluntary) and performance (task performance and job satisfaction). GHRM practices impact employees through various psychological processes (Dumont et al., 2017), such as regulatory focus (Mo et al., 2022). Research focusing on the impact of employee personality traits, particularly narcissism, on the implementation of GHRM is still minimal (Raza & Malik, 2020). This oversight is significant because narcissistic traits can lead to self-centred behavior that undermines collective environmental efforts. Studies in this field tend to concentrate on the Big Five personality framework, while darker personality traits like narcissism are often overlooked. This is a significant gap because previous research has shown that narcissism can have a considerable impact on organizational practices, potentially affecting the success of GHRM initiatives.

Yang et al. (2021) found that organizational leaders' narcissism positively moderates the relationship between environmentally friendly technological innovation and corporate social responsibility. Narcissism indirectly yet positively influences employee behavior through their perceptions of responsibility, particularly in environments with high ecological disorder (Lang et al., 2022). Although the implications of leader narcissism have been investigated extensively, few studies have expanded this exploration to include employee groups, and even fewer have examined it in the context of tourism (Al-Shammari et al., 2019; Raza et al., 2021). Investigating narcissism as a boundary condition offers an opportunity to deepen current knowledge, given that narcissism is a complex construct known to exert both positive and negative effects on employee behavior across diverse contexts (Galli, 2018). This expanded perspective highlights the duality of narcissism in leadership, emphasizing its nuanced role in shaping organizational dynamics. By considering

narcissism within the tourism sector, where interactions between leaders and employees are often intense and interpersonal, this study seeks to bridge gaps in understanding and contribute to the ongoing discourse on leadership traits and their impact on employee outcomes.

GHRM has the potential to facilitate employee engagement in environmentally friendly behaviors by incorporating sustainability into HR policies and practices. While previous studies have examined the consequences of employee-level outcomes related to green behavior, however, the study from Chaudhary (2021) and Tanova & Bayighomog (2022) highlighted a notable gap in empirical research investigating how GHRM implementation influences green behavior outcomes at the employee level.

The pressing urgency to address environmental challenges has made the integration of sustainability principles a cornerstone in organizational strategies worldwide. Concerns about climate change and environmental sustainability initiatives have emphasized the need for eco-friendly practices in workplaces and organizations (Khalid et al., 2022; Zaidi & Azmi, 2024). Building on these gaps, this study proposes a theoretical framework (Figure 1) grounded in Social Identity Theory, AMO Theory, and Trait Activation Theory to examine how GHRM influences employee behavior and performance, with narcissism as a moderator. Specifically, GHRM is expected to foster voluntary and task-related green behaviors by aligning employee values with organizational sustainability goals (Dumont et al., 2017), while also enhancing task performance and job satisfaction through clear role expectations and psychological support (Shafaei et al., 2020). Narcissism, however, may weaken these relationships for performance outcomes, as self-centered traits could conflict with collective environmental efforts (Campbell et al., 2011). This leads to two key research questions: (1) How does GHRM relate to green behavior outcomes, such as voluntary green behavior and task-related green behavior, as well as performance-related outcomes, including task performance and job satisfaction? (2) Does narcissism moderate the relationship between GHRM and these behavioral and performance outcomes?

This conceptual framework seeks to explore the dual role of GHRM in promoting sustainable behaviors and enhancing employee performance while examining narcissism as a boundary condition, thus bridging gaps in understanding how organizational sustainability practices translate into individual outcomes.

The hypothesis were: H_1: GHRM has a significant influence on Task Performance (TP). H_2: GHRM has a significant influence on Job Satisfaction (JS). H_3: GHRM has a significant influence on Voluntary Eco-friendly behavior (VEFB). H_4: GHRM has a significant influence on Task Related Eco-Friendly Behavior (TEFB). H_5: Narcissism moderates the association between GHRM and task performance, job satisfaction, voluntary eco-friendly behavior and task related eco-friendly behavior.

METHODS

This study adopts a quantitative research approach using a survey methodology. To minimize potential biases that could influence responses, respondents were informed and assured of the anonymity, confidentiality, and purely academic use of their answers. The population for this study consists of employees working in hospitality sectors located in East Kalimantan. The study employed stratified random sampling to select participants from the population of employees in East Kalimantan's hospitality sector. Before participating in the survey, potential respondents were required to verify whether their organization had implemented a GHRM policy. After verifying their organization's implementation of GHRM policies, eligible employees were randomly selected from departmental rosters to ensure proportional representation. From the distributed questionnaires, 400 valid responses were collected.

The questionnaire utilized a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). GHRM was measured using five items from Dumont et al., (2017). Task performance was assessed with two items adapted from Nemteanu & Dabija, (2021). Job satisfaction was measured using three items proposed by Aman-Ullah et al., (2023). Task-related green behavior was evaluated with two items developed by Zacher et al. (2023), and voluntary green behavior was assessed using a four-item scale from Tang et al. (2023). Finally, narcissism was measured using four items from Tandon

et al., (2023). Additionally, a brief statement explaining GHRM and other environmentally friendly practices was included at the beginning of the questionnaire to obtain research permission from hotel management and to confirm that the company adhered to green practices before respondents completed the survey. The questionnaire was developed and distributed through Google Forms for ease of access and administration.

The research instrument was developed through three stages to ensure validity and reliability: (1) Adaptation Stage: Items were adapted from a validated scale (Dumont et al., 2017) with minor modifications for the Indonesian hospitality sector context. (2) Content Validation Stage: Expert review by two HRM academics and one hotel industry practitioner evaluated the relevance of the items to the construct (agreement level >80%). (3) Pilot Testing: Conducted on 30 hotel employees to measure internal consistency (Cronbach's $\alpha > 0.70$) and clarify the language used.

The data analysis method used in the study is Partial Least Square (PLS). The measurement model, or outer model, illustrates the interaction between latent variables and their indicators. Metrics used to assess the outer model include convergent validity, Average Variance Extracted (AVE), discriminant validity, and composite reliability. The structural model that connects latent variables is referred to as the inner model. By testing the (R^2) (Coefficient of Determination) and the significance of the inner model results using the bootstrapping approach at a 5% significance level, the structural model (Inner Model) can be evaluated.

RESULTS

The number of respondents in the sample was 400 people, consisting of 54% male and 46% female, of which 55% still had a high school education with a dominant work period of more than 10 years (47%).

The Composite Reliability (CR) scores for all constructs, comfortably exceeding the 0.70 benchmark, which confirms excellent internal consistency of measurement. The AVE values surpass the minimum threshold of 0.50, demonstrating strong convergent validity (Hair & Alamer, 2022). This means our items effectively capture their intended theoretical constructs. Furthermore, all inter-construct correlations remain below 0.70, effectively ruling out concerns about multicollinearity that could distort our structural model estimates. The combination of these strong CR, satisfactory AVE, and clear discriminant validity provides a solid psychometric foundation for testing hypothesized relationships in the subsequent structural model analysis.

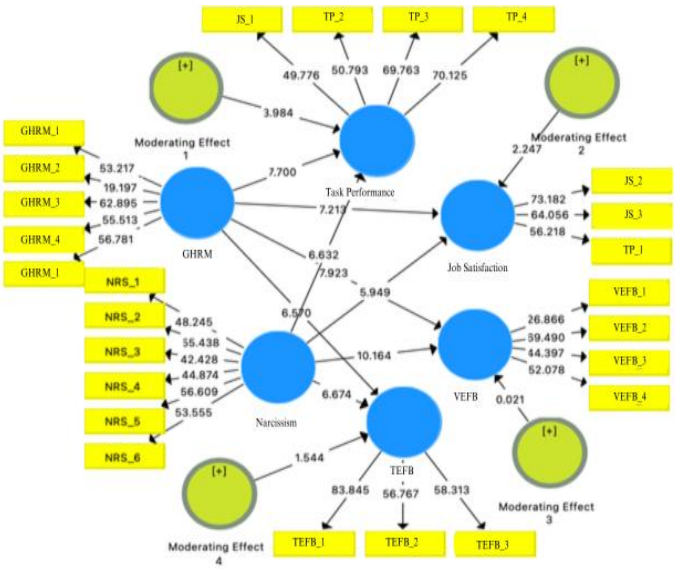

Figure 1. Bootstrapping Result
Source: Processed Data, 2024

The results of this study confirm that GHRM positively influences job satisfaction, task performance, voluntary eco-friendly behavior, and task-related eco-friendly behavior (Figure 1). Our findings are significant, as previous researchers have called for deeper exploration of the individual-level outcomes of GHRM at the employee levelF (Tang et al., 2023). This study's results affirm the direct positive relationship between GHRM and job satisfaction, task performance, as well as both voluntary and task-related eco-friendly behaviors (Table 1).

Table 1. Hypothesis Result

Hypothesis	Path	b	T Statistics	P Values	Result
H1	GHRM → Task Performance	0,297	7.700	0.000	Significant
H2	GHRM → Job Satisfaction	0,308	7.213	0.000	Significant
H3	GHRM → VEFB	0,256	7.923	0.000	Significant
H4	GHRM → TEFB	0,260	6.570	0.000	Significant

Source: Processed Data

The hospitality sector in East Kalimantan has demonstrated its commitment to implementing eco-friendly practices, signalling to employees the seriousness of adopting GHRM directives. Employees may perceive GHRM as a motivating stimulus, reinforcing their sense of belonging to a 'greener' organization and encouraging them to enhance their task performance. A strong orientation toward GHRM initiatives can amplify employees' effectiveness in task execution, ultimately leading to improved performance.

GHRM may have introduced new performance parameters that inspire employees to work innovatively and deliver their best capabilities in promoting sustainability (Aboramadan, 2022). Recent studies highlight that a supportive organizational environment and responsible leadership positively correlate with employees' eco-innovative behaviors (Akhtar et al., 2023; Karatepe et al., 2022). Creating a culture that values sustainability and incorporates eco-friendly practices into daily operations can significantly enhance employees' commitment to environmental goals. The implementation of GHRM fosters a responsible and supportive workplace environment, thereby driving improvements in employees' task performance.

This research finding aligns with Shafaei et al. (2020) which states that GHRM can influence employee engagement and subsequent job satisfaction. This is a valuable yet unsurprising finding, considering Indonesia's deep commitment to developing environmentally friendly practices (Reliatoro et al., 2023). This can be seen as Indonesia recently enacted Presidential Regulation No. 98 of 2021 concerning the Implementation of Carbon Economic Value for Achieving Nationally Determined Contribution Targets in controlling greenhouse gas emissions. Additionally, Law No. 7 of 2021 on Tax Regulation Harmonization (UU HPP) includes policies on carbon tax. The carbon tax is levied on individuals or entities that purchase carbon-containing goods and/or engage in activities that produce carbon emissions. These legislative measures demonstrate Indonesia's proactive stance in promoting sustainable development and mitigating the impact of climate change. With these regulations, Indonesia not only supports global environmental goals but also sets a precedent for integrating economic instruments into environmental policy. This comprehensive approach reflects the country's dedication to fostering an eco-friendly economy.

Policy changes will require employees to develop eco-friendly skills. Employees' recognition of this fact can explain the significant impact of GHRM on job satisfaction (Karatepe et al., 2022). Thus, the significant results for the relationship between GHRM and job satisfaction can be doubly motivated by employees' individual environmental values and by the relevance of skills provided by GHRM, which can give them valuable professional strength and resources. Employees view GHRM as a means to enhance the meaningfulness of their work (Shafaei et al., 2020). Furthermore, employees may feel that GHRM can facilitate their inclusion and increase their sense of belonging (He et al., 2021) within social groups focused on implementing eco-friendly practices, both within the organizational environment and beyond, such as the peer groups.

Other findings demonstrate the comprehensive influence of GHRM on employees' eco-friendly behaviors, both voluntary and task-related. Through this research, we argue that GHRM policies encourage employees to adopt inclusive eco-friendly approaches in performing their job duties, regardless of whether these approaches are formally mandated. Eco-friendly behavior may have become a workplace culture among hotel employees in East Kalimantan, who clearly communicate GHRM policies and initiatives. These employees likely feel highly aligned with the organization's environmental goals and strive to realize these goals through all work-related activities, whether voluntary or as job requirements (Rubel et al., 2021). Hotels in Indonesia have shown a strong commitment to the net-zero transition (Tanoto, 2023). We believe that a supportive business environment, coupled with clear GHRM policies at the organizational level, can help explain the positive influence of GHRM on both task-related and voluntary eco-friendly behaviors.

Finally, the research identifies the moderating role of narcissism (Table 2). This finding is crucial because narcissism is a relatively unexplored aspect of GHRM, highlighting it as a significant gap (Zacher et al., 2023). We found that narcissism significantly moderates the relationship between GHRM and task performance, as well as GHRM and job satisfaction, with the moderation being negative. This insight emphasizes the need to consider personality traits in the implementation of GHRM to maximize its effectiveness and mitigate potential adverse effects.

This research focuses on individuals. Narcissistic individuals show higher performance in public tasks than in private tasks because they tend to seek fame and admiration (Choi & Phan, 2022). The lower impact of narcissism on performance in GHRM and non-environmental tasks may indicate that general tasks are less likely to attract admiration and social attention from colleagues and the organisation in general. It is therefore possible that narcissistic employees prioritise achieving green outcomes and even view indicators of routine task performance as distractions that diminish their opportunities to be admired by the organisation.

Similarly, other studies find that leader narcissism affects employees (Engelen et al., 2016) and organizational performance (Petrenko et al., 2016), with a negative moderating effect found. This finding highlights the importance of considering narcissistic traits when implementing GHRM, as these traits can significantly influence both individual and organizational outcomes. Understanding the dynamics of narcissism in the workplace can help shape GHRM strategies to better accommodate different personality traits and ultimately improve overall performance and job satisfaction. There is significant moderation found in the relationship between GHRM and job satisfaction. Previous findings highlight the direct link between narcissism and employee satisfaction, particularly emphasizing that employees' emotions are influenced by narcissistic traits (Lang et al., 2022). Job satisfaction can be viewed as an emotional parameter, and the impact of narcissism may manifest in specific emotional states, such as negative emotions like guilt or anger (Greenbaum et al., 2022).

Table 2. Moderating Result

	b	T Statistics	P Values	Moderating
GHRM*NRS → Task Performance	-0.089	3.984	0.000	Yes
GHRM*NRS → Job Satisfaction	-0.062	2.247	0.025	Yes
GHRM*NRS → VEFB	0.001	0.021	0,983	No
GHRM*NRS → TEFB	-0.046	1.544	0,123	No

Source: Processed Data, 2024

DISCUSSION

We attribute the insignificant influence of narcissism in this context to the likelihood that narcissistic employees' sense of entitlement (Lang et al., 2022) and their tendency to overestimate their performance (Ahmad et al., 2021) may prevent them from accurately assessing their job satisfaction compared to non-narcissistic employees. Individuals with narcissistic traits often resist experiencing failure, as their fixation on maintaining an image of exceptional competence and achievement heightens their sensitivity to job satisfaction assessments (Tandon, 2023). For

narcissistic individuals, job satisfaction could hold similar importance to their need for admiration and affirmation. However, our empirical understanding of how narcissism influences job satisfaction, especially in the context of GHRM, remains limited (Mathieu, 2013). Therefore, further research is needed to explore various outcomes before drawing firm conclusions. For instance, the impact of narcissism may be more pronounced in relational outcomes (Liu et al., 2022).

Narcissism does not appear to moderate the relationship between GHRM and voluntary, task-related eco-friendly behavior, aligning with previous observations (Raza & Malik, 2020). This suggests that narcissistic individuals may not view GHRM as an opportunity to position themselves as visionary agents of change aligned with organizational commitments to fostering eco-friendly behavior. To our knowledge, there is no prior evidence of this specific relationship in the context of GHRM. However, findings by Lang et al. (2022) indicate that the perceived sense of responsibility among narcissists can lead to constructive organizational changes. Such perceptions may also drive narcissists, who seek admiration, to engage in prosocial behaviors (Liu et al., 2022) or corporate social responsibility initiatives (Kim et al., 2018). Their engagement in eco-friendly behavior likely stems from agentic motives seeking admiration and establishing superiority (Spurk & Hirschi, 2018) rather than communal motives, such as morality or affiliation (Nehrlich et al., 2019). This agentic focus may explain the divergence in our findings from Raza and Malik (2020), where knowledge sharing and OCB are framed as communal motives. Given the limited research on this relationship, we recommend further exploration of the role of narcissism in facilitating or hindering GHRM adoption.

CONCLUSIONS

The significance of GHRM in driving sustainability and fostering an environmentally conscious workforce is important, particularly in light of the global call to action and the emphasis on adopting eco-friendly business practices. This study demonstrates that the implementation of GHRM positively influences job satisfaction, task performance, voluntary eco-friendly behavior, and task-related eco-friendly behavior. Our findings suggest that GHRM fosters an eco-friendly culture and mindset among employees by effectively communicating the importance of sustainable behavior. Clear and consistent communication of such messages encourages employees to adopt environmentally friendly practices, even in the absence of formal guidelines, by embedding sustainability into their daily work approaches.

The insights into the role of narcissism highlight the need for top management to recognize and reward employees who achieve environmental goals through both formal mechanisms, such as financial incentives, and informal channels, such as acknowledging high-performing individuals or teams as "environmental champions". These initiatives can help employees integrate pro-environmental and eco-friendly values into both their personal and professional lives, supporting a balance between work and sustainable living.

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